
UNITED STATES MARINE CORPS
THE BASIC SCHOOL
MARINE CORPS TRAINING COMMAND
CAMP BARRETT, VIRGINIA 22134-5019

FITNESS REPORTS

B3K0477XQ-DM

STUDENT HANDOUT

Fitness Reports

Introduction

The Fitness Report (FitRep) is the tool by which the Marine Corps evaluates a Marine's performance for purposes of competitive selection (promotion, enlisted to officer programs, command assignment, retention, etc.). Sergeants through major generals receive fitness reports. As an officer, you will write fitness reports on your Marines, review the fitness reports of your peers or subordinate officers, and receive fitness reports from the officers appointed over you.

Importance

Performance evaluation is continuous, powerful, and one of the most critical responsibilities of an officer. No other product more directly determines the outcome of a Marine's career than the Fitness Report. It remains the primary tool we use to determine promotion and retention. Few things can harm your professional reputation as a Marine officer faster than a demonstrated lack of concern or proficiency with the FitRep process. Getting it wrong destroys faith in the process and the officer corps.

In This Lesson

Platform class focuses on introducing basic fitness report concepts: what is a fitness report, who views them, who are the main players, how we grade Marines on Performance Anchored Rating Scales (PARS), how to compute a fitness report score, and understanding the Reporting Senior Profile. Upon establishing a baseline of understanding, students will be walked through an entire fitness report line by line. Next, students will combine what they have learned from how to grade Marines to establishing and molding a Reporting Senior Profile, at which point they will be introduced to Relative Value.

This lesson covers the following topics:

Topic	Page
The Fitness Report	4
Key Players	4
The Audience	4
Fitness Report Score and Reporting Senior Profile	5
Relative Value	6
Reviewing Officer Comparative Assessment	7
Report Comments	7
Follow on Actions	9
Example Fitness Reports	10
Sample Master Brief Sheet	15
FITREP Workshop Assignment	21
Glossary Terms and Notes	30

Learning Objectives**Terminal Learning Objectives**

TBS-LDR-2103 While serving as a supervisor of Marines, conduct performance evaluations utilizing fitness reports (FITREPs) or proficiency and conduct marks, to account for individual performance of duties and potential for promotion.

Enabling Learning Objectives

TBS-LDR-2103a With the aid of reference, identify elements of the fitness report, in accordance with the Performance Evaluation System (PES) manual without error.

TBS-LDR-2103b Given a scenario, with the aid of reference, write a fitness report, in accordance with the Performance Evaluation System (PES) manual without omitting key components.

TBS-LDR-2103c Given a scenario, with the aid of reference, identify follow-on actions upon submission of a fitness report in accordance with the Performance Evaluation System (PES) manual in sequence without error.

TBS-LDR-2103e Given an evaluation, identify the roles and responsibilities of individuals in the Fitness Reports process without omission.

TBS-LDR-2103f Given an evaluation, identify the concept of relative value in the Fitness Reports process without error.

The Fitness Report

The Fitness Report is one person's evaluation of one Marine at one rank in one billet. The design of the report is such that it facilitates the documentation of essential and critical information in a simple and direct manner. It is a simple communication between reporting officials and selection boards, essentially a "Letter of Recommendation." A FitRep is NOT a disciplinary tool, a lever to exert influence or a counseling tool. Rather, it is the culmination of the counseling process.

Fitness Report writing requires a blend of science and art. The science of a Fitness Report is largely dictated by Marine Corps Order (MCO) 1610.7 – the Performance Evaluation System (PES) manual. The FitRep itself is the product of the Performance Evaluation System. The art begins with the FitRep classes and workshop here at TBS. A sharp focus in these classes will provide a solid foundation that will be continuously honed in the Fleet through instruction, mentorship, and practice.

A sample and blank FitRep are included in the back of this handout. Review them to understand the elements of a FitRep.

Key Players

****All cooperate to ensure timely and accurate reporting****

Marine Reported On (MRO)	Any officer or enlisted member sergeant through major general who is the subject of the performance evaluation.
Reporting Senior (RS)	Generally the first officer (commissioned or warrant) or civilian GS-9 or above in the MRO's chain of command. In rare cases, the RS can be an equal ranking officer.
Reviewing Officer (RO)	Generally the first (commissioned) officer or GS-10 in the RS's chain of command
Third Officer Sighter	Required for all adverse reports. Normally the RS of the RO, although certain exception may apply (see Chapter 5 of the PES).

Chapter 2 of the PES delineates the specific responsibilities of the reporting chain.

The Audience

The audience for a Fitness Report is NOT the MRO; it is a selection board.

Officers and senior enlisted members across the Marine Corps are regularly detailed to sit on various selection boards convened in and around Quantico. The primary information they rely upon to select Marines for promotion, command, and special programs comes from FitRep scores, relative value, and comments that you generate.

Fitness Report Score and Reporting Senior Profile

Performance Anchored Rating Scales (PARS)

PARS are 14 professional attributes located on Pages 2-4 of the report which can be evaluated on a range from A to G. These scales correspond to number values 1 to 7 which are averaged to produce a numerical score for the report.

Reporting Senior Profile & List

The reporting profile is a list of all Fitness Report scores an RS has recorded for a particular rank. Profiles are constantly updated and maintained by HQMC as part of a RS's Official Military Personnel File (OMPF). Referencing this updated list allows an RS to ensure current reports are accurately ranked against historical reports of the same grade. For this reason, profiles are similar in nature to your squad rankings. You don't just recreate the rankings each time; you evaluate the recent performance of your peers and use the previous list to update.

The Competition

When you write a report, you are not simply comparing the MRO to recent reports; you are comparing the MRO to every report you have submitted for Marines of the same rank. That means you are comparing them to Marines who have long since moved past that rank or even active duty. FitReps are a comparison of past and present performances, not people.

Example Profile:

Note that average scores are different for every rank. That's why FitRep scores for different ranks cannot be compared to one another...

Reporting Senior's Profile MAJ ROBERT B REHDER JR

As of: 20080610

Grade	Average	# of Report	High	Low
1STLT	4.13	7	4.35	4
2NDLT	3.77	3	3.85	3.69
CWO2	4.36	1	4.36	4.36
1STSGT	4.38	2	4.54	4.23
MSGT	4.06	8	4.31	3.54
GYSGT	4.05	17	4.54	3.31
SSGT	3.56	33	4.46	1.92
SGT	3.51	43	4.31	2.08

Example Profile List:

1STLT						
4616	CEDENO				4.35	
4616	CEDENO				4.21	
5443	COMMANDER				4.14	
8191	GENNA	01-Feb-07	21-Jun-07	CH	4.07	
6741	COLBY	01-May-06	06-Jul-06	CD	4.07	
9313	DANIELS	01-Nov-04	06-May-05	TR	4.07	
8838	MCFADDEN	21-Nov-06	18-May-07	TR	4	
5443	COMMANDER	01-May-05	10-Jun-05	TR	N/A	
9313	DANIELS	18-Aug-04	31-Oct-04	SA	N/A	
5074	HENDRIKS	01-Jul-02	30-Jul-02	FD	N/A	
8540	SCHNEIDER	28-Apr-07	13-Jun-07	TR	N/A	
Average By MRO Grade: 4.13						

Note that MROs often receive multiple reports from the same RS. That means they compete with themselves...

High, Low, & Avg scores are reflected in the 1stLt profile above

Relative Value (RV)

Relative value is used to “grade the grader” and account for differences in grading philosophies on the PARS between officers. The RV of a report allows individuals making personnel management decisions to weight the merit of that report in relation to the RS’s profile. RV reflects how a FitRep average of an individual report compares to the RS’s average of all FitReps written by the RS on Marines of the same grade, as well as the highest report written by the RS for a Marine of that grade.

RV is a context tool that controls for the variable toughness of reporting seniors. Boards brief and utilize RV, not the Fitness Report Average. It is important to keep in mind grades are earned by the MRO based on their performance, *not* given to attain a perceived fitness report average or RV to set a Marine up for success or failure on a board.

There are three key numbers for relative value. The highest score of all Marines of a given rank you have written as an RS for is assigned the RV of 100 (you can have multiple 100s if there are multiple reports with that score). The average of all reports you have written as an RS for that same rank is given the RV of 90 (again, there can be multiple 90s). The difference between the 100 RV and the 90 RV is then subtracted from the 90 and that number is assigned the RV of 80. Any reports which fall underneath this number are automatically raised to an RV of 80.

A report will only generate a relative value when an RS has written three or more reports on Marines of a given grade.

Reviewing Officer Comparative Assessment

Item 3 of Section K of the FitRep on Page 5 where the RO ranks the MRO on an 8-block vertical scale commonly is the RO's Comparative Assessment (commonly referred to as the "Christmas Tree.") The RO compares the MRO to all Marines (past and present) of the grade whose professional abilities are known to the RO. (See Chapter 4 Paragraph 14 of the PES for more information)

Report Comments – Section I and Section K

Complementing the score and ranking of the report, the comments provided on Page 5 by the RS (Section I) and RO (Section K) summarize the MRO's performance during the reporting period. Types of comments required of the RS in section I are:

- a) **Mandatory** - Address performance, proficiency, leadership, promotability, potential and other traits that describe the MRO in the "whole Marine" concept. The "word picture" of the report.
- b) **Directed** - Addressed throughout the PES and reference specific sections from Sections A-H of the FitRep
- c) **Additional** - not directly related to performance as a Marine, but demonstrate important aspects of the MRO's character

Comments are designed to clarify the score or rank of the report. For that matter, the flavor of the comments should match the score.

**Note* Any adverse comment renders the entire report adverse. Forgettable performance must be matched by forgettable comments...not negative comments. This is part of the "art" of FitRep writing that you will learn with time and experience.*

Example Promotion Endorsement Continuum:

Best Performer Ever:	Recommended for promotion ahead of contemporaries/peers
(Accelerated Performer)	**Note: Per Ch 4 Sec 3.g.4, an accelerated promotion recommendation requires justification using Addendum page. - do not mark any block in SECT A, Item 7.
Top Performer:	An absolute must for promotion My Highest recommendation for promotion
Middle of the Pack:	Highly recommend for promotion Promote at first opportunity Strongly recommend for promotion
Weaker Performer:	Recommended for promotion Promote with peers Promote Nothing (saying nothing... says a lot)

Example Section I Comments: *Top Performer*

1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To	
WILLIAMS	ROY	A	xxxxx6789	TR	20090105	20090704	
I. DIRECTED AND ADDITIONAL COMMENTS							
<p>Sergeant Williams is an immensely talented and effective NCO who operates at a level beyond the grasp of his peers. Hand selected to assume a SNCO billet; he completely outperformed two seasoned Staff Sergeants. An absolute technical expert whose professional skill rivals that of an officer. He directs the various administrative and training requirements of his unit without fault. Demonstrates impeccable moral character and a matchless ability among his peers to lead and inspire Marines and Sailors. The Corps could not find a finer ambassador for recruiting duty. Highly recommended for any officer commissioning program. An absolute must for promotion.</p> <p>DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704.</p>							

PROFICIENCY: MOS skills and ability to execute assigned duties

LEADERSHIP: How well does MRO lead, mentor Marines & Sailors

PROMOTION: How strongly do you feel MRO should be promoted

Example Section I Comments: *Middle of the Pack*

1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To	
WILLIAMS	ROY	A	xxxxx6789	TR	20090105	20090704	
I. DIRECTED AND ADDITIONAL COMMENTS							
<p>Sergeant Williams is a talented NCO whose performance during the period was outstanding. Filling a SNCO billet, he quickly mastered his responsibilities and guided his section to superior results. A superb technician with impressive MOS and professional skills, he directed the various administrative and training requirements of his unit with impressive precision. A mature and dedicated leader who provides a guiding a steady influence on his Marines and Sailors. Sergeant Williams is highly recommended for promotion and billets of increased responsibility.</p> <p>DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704.</p>							

Example Section I Comments: *Weak Performer*

1. Marine Reported On:				2. Occasion and Period Covered:		
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To
WILLIAMS	RON	A	0700 1234 5678 9010	0700 1234 5678 9010	0700 1234 5678 9010	0700 1234 5678 9010
DIRECTED AND ADDITIONAL COMMENTS						
<p>Sergeant Williams is an effective NCO who operates at a level expected of a Marine with his rank and experience. Demonstrates the leadership and technical skills required to accomplish assigned billet responsibilities. Directs the various administrative and training requirements of his unit with limited guidance. Promote.</p>						

PROFICIENCY: MOS skills and ability to execute assigned duties

LEADERSHIP: How well does MRO lead, mentor Marines & Sailors

PROMOTION: How strongly do you feel MRO should be promoted

Remember that any adverse comment renders the entire report adverse. Documenting weak performance often takes more time and creative writing skill.

Note the unenthusiastic promotion endorsement for the weak performer. That's a clear signal to any selection board that this Marine is not competitive with his/her peer group.

Follow-On Actions

Once the fitness report has been submitted by the RS to the RO (in a timely manner, allowing the RO sufficient time to make their marking and comments prior to the submission deadline to MMRP), they should have a discussion with the MRO on their markings and comments. Keep in mind, the PES and counseling are separate but complementary. The FitRep should produce no surprises for the MRO. Transparency with the MRO in regards to RV of a report or RS profile should be encouraged so they are not surprised by the report when they see it on their Master Brief Sheet. The RS should also check the status of the MRO's fitness report on the Manpower website and ensure no date gaps larger than 31 days exist (https://www.mmsb.usmc.mil/Date_Gap/).

Example Fitness Report:

USMC FITNESS REPORT (1610) NAVMC 10835A (Rev. 1-01) (WN 3.1) PREVIOUS EDITIONS WILL NOT BE USED		DRAFT COPY		DO NOT STAPLE THIS FORM	
COMMANDANT'S GUIDANCE					
<p>The completed fitness report is the most important information component in manpower management. It is the primary means of evaluating a Marine's performance and is the Commandant's primary tool for the selection of personnel for promotion, augmentation, resident schooling, command, and duty assignments. Therefore, the completion of this report is one of an officer's most critical responsibilities. Inherent in this duty is the commitment of each Reporting Senior and Reviewing Officer to ensure the integrity of the system by giving close attention to accurate marking and timely reporting. Every officer serves a role in the scrupulous maintenance of this evaluation system, ultimately important to both the individual and the Marine Corps. Inflationary markings only serve to dilute the actual value of each report. Reviewing Officers will not concur with inflated reports.</p>					
A. ADMINISTRATIVE INFORMATION					
1. Marine Reported On:					
a. Last Name	b. First Name	c. MI	d. SSN	e. Grade	f. DOR
WILLIAMS	ROY	A	6789	SGT	20070101
2. Organization:					
a. MCC	b. RUC	c. Unit Description			
19G	21810	2D ASSAULT AMPHIBIAN BATTALION			
3. Occasion and Period Covered:			4. Duty Assignment (descriptive title):		
a. OCC	b. From	To	c. Type		
TD	20090105	20090704	N	AAV SECTION LEADER	
5. Special Case:			6. Marine Subject Of:		7. Recommended For Promotion:
a. Adverse	b. Not Observed	c. Extended	a. Commendatory Material	b. Derogatory Material	c. Disciplinary Action
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Special Information:			9. Duty Preference:		
a. QUAL	E S	d. HT(in.)	70	a. Code b. Descriptive Title	
b. PFT	A272	e. WT	175	1st	Y41 RECRUITING DUTY - 1ST DISTRICT
c. Status		f. Body Fat		2nd	Y43 RECRUITING DUTY - 6TH DISTRICT
				3rd	Y04 FMF WEST COAST
10. Reporting Senior:					
a. Last Name	b. Inltc. Service	d. SSN	e. Grade	f. Duty Assignment	
NEDER	TC USMC	4321	1STLT	PLATOON COMMANDER	
11. Reviewing Officer:					
a. Last Name	b. Inltc. Service	d. SSN	e. Grade	f. Duty Assignment	
REHDER	RB USMC	2333	CAPT	COMPANY COMMANDER	
B. BILLET DESCRIPTION					
<p>-Insure 100% accountability of Marines, equipment, SL-3 and serialized gear maintained by section.</p> <p>-Strive to develop junior Marines personally, physically and professionally.</p> <p>-Serve as a mentor and subject matter expert for MOS related training.</p> <p>-Serve in an advisory and supervisory role during annual maintenance, preventative maintenance and corrective maintenance of section's AAVs.</p> <p>-Assist Platoon Sergeant with personnel administration to include accountability, required counseling, and provide accurate and timely recommendations of pro/con markings for all Marines in section.</p> <p>-Assist with tactical and operational management of (4) AAVs, and crews in accordance with the appropriate SOPs. Apply ORM in all training and maintenance.</p>					
C. BILLET ACCOMPLISHMENTS					
<p>-Flawlessly coordinated and supervised technical, administrative, and training requirements for a 16-member AAV section</p> <p>-Instrumental in the modification of 53 Assault Amphibian Vehicles as part of a reconstitution of AAV assets in 2d Marine Division</p> <p>-Successfully completed qualification course for Enhanced Marksmanship Instructor</p> <p>-Assisted with martial arts training for more than 250 Marines within the battalion</p> <p>-Supervised a hand selected AAV detachment that successfully participated in CG II MEF level capabilities exercise</p> <p>-Selected to attend Recruiter's School</p>					

DRAFT COPY				2. Occasion and Period Covered:											
1. Marine Reported On:		a. Last Name		b. First Name		c. MI	d. SSN	a. OCC	b. From	To					
		WILLIAMS		ROY		A	123456789	TD	20090105	20090704					
D. MISSION ACCOMPLISHMENT															
1. PERFORMANCE. Results achieved during the reporting period. How well those duties inherent to a Marine's billet, plus all additional duties, formally and informally assigned, were carried out. Reflects a Marine's aptitude, competence, and commitment to the unit's success above personal reward. Indicators are time and resource management, task prioritization, and tenacity to achieve positive ends consistently.															
ADV	Meets requirements of billet and additional duties. Aptitude, commitment, and competence meet expectations. Results maintain status quo.	Consistently produces quality results while measurably improving unit performance. Habitually makes effective use of time and resources; improves billet procedures and products. Positive impact extends beyond billet expectations.				Results far surpass expectations. Recognizes and exploits new resources; creates opportunities. Emulated; sought after as an expert with influence beyond unit. Impact significant; innovative approaches to problems produce significant gains in quality and efficiency.				N/O					
A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	D	<input type="checkbox"/>	E	<input checked="" type="checkbox"/>	F	<input type="checkbox"/>	G	<input type="checkbox"/>	H	<input type="checkbox"/>
2. PROFICIENCY. Demonstrates technical knowledge and practical skill in the execution of the Marine's overall duties. Combines training, education and experience. Translates skills into actions which contribute to accomplishing tasks and missions. Imparts knowledge to others. Grade dependent.															
ADV	Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission accomplishment.	Demonstrates mastery of all required skills. Expertise, education and experience consistently enhance mission accomplishment. Innovative troubleshooter and problem solver. Effectively imparts skills to subordinates.				True expert in field. Knowledge and skills impact far beyond those of peers. Translates broad-based education and experience into forward thinking, innovative actions. Makes immeasurable impact on mission accomplishment. Peerless teacher, selflessly imparts expertise to subordinates, peers, and seniors.				N/O					
A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	D	<input type="checkbox"/>	E	<input checked="" type="checkbox"/>	F	<input type="checkbox"/>	G	<input type="checkbox"/>	H	<input type="checkbox"/>
JUSTIFICATION:															
E. INDIVIDUAL CHARACTER															
1. COURAGE. Moral or physical strength to overcome danger, fear, difficulty or anxiety. Personal acceptance of responsibility and accountability, placing conscience over competing interests regardless of consequences. Conscious, overriding decision to risk bodily harm or death to accomplish the mission or save others. The will to persevere despite uncertainty.															
ADV	Demonstrates inner strength and acceptance of responsibility commensurate with scope of duties and experience. Willing to face moral or physical challenges in pursuit of mission accomplishment.	Guided by conscience in all actions. Proven ability to overcome danger, fear, difficulty or anxiety. Exhibits bravery in the face of adversity and uncertainty. Not deterred by morally difficult situations or hazardous responsibilities.				Uncommon bravery and capacity to overcome obstacles and inspire others in the face of moral dilemma or life-threatening danger. Demonstrated under the most adverse conditions. Selfless. Always places conscience over competing interests regardless of physical or personal consequences.				N/O					
A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	D	<input type="checkbox"/>	E	<input checked="" type="checkbox"/>	F	<input type="checkbox"/>	G	<input type="checkbox"/>	H	<input type="checkbox"/>
2. EFFECTIVENESS UNDER STRESS. Thinking, functioning and leading effectively under conditions of physical and/or mental pressure. Maintaining composure appropriate for the situation, while displaying steady purpose of action, enabling one to inspire others while continuing to lead under adverse conditions. Physical and emotional strength, resilience and endurance are elements.															
ADV	Exhibits discipline and stability under pressure. Judgment and effective problem-solving skills are evident.	Consistently demonstrates maturity, mental agility and willpower during periods of adversity. Provides order to chaos through the application of intuition, problem-solving skills, and leadership. Composure reassures others.				Demonstrates seldom-matched presence of mind under the most demanding circumstances. Stabilizes any situation through the resolute and timely application of direction, focus and personal presence.				N/O					
A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	D	<input type="checkbox"/>	E	<input checked="" type="checkbox"/>	F	<input type="checkbox"/>	G	<input type="checkbox"/>	H	<input type="checkbox"/>
3. INITIATIVE. Action in the absence of specific direction. Seeing what needs to be done and acting without prompting. The instinct to begin a task and follow through energetically on one's own accord. Being creative, proactive and decisive. Transforming opportunity into action.															
ADV	Demonstrates willingness to take action in the absence of specific direction. Acts commensurate with grade, training and experience.	Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and pursues creative, innovative solutions. Acts without prompting. Self-starter.				Highly motivated and proactive. Displays exceptional awareness of surroundings and environment. Uncanny ability to anticipate mission requirements and quickly formulate original, far-reaching solutions. Always takes decisive, effective action.				N/O					
A	<input type="checkbox"/>	B	<input type="checkbox"/>	C	<input type="checkbox"/>	D	<input type="checkbox"/>	E	<input type="checkbox"/>	F	<input checked="" type="checkbox"/>	G	<input type="checkbox"/>	H	<input type="checkbox"/>
JUSTIFICATION:															
-On his own time, MRO created, populated, and integrated an administrative and training database which focused limited resources and dramatically increased the readiness of the entire platoon															
NAVIAC 10835B (Rev. 1-01) (WN 3.1)															
PAGE 2 OF 5															

DRAFT COPY								
1. Marine Reported On:				2. Occasion and Period Covered:				
a. Last Name		b. First Name		c. MI	d. SSN	a. OCC	b. From To	
WILLIAMS		ROY		A	6789	TD	20090105 20090704	
F. LEADERSHIP								
1. LEADING SUBORDINATES. The inseparable relationship between leader and led. The application of leadership principles to provide direction and motivate subordinates. Using authority, persuasion and personality to influence subordinates to accomplish assigned tasks. Sustaining motivation and morale while maximizing subordinates' performance.								
ADV	Engaged; provides instructions and directs execution. Seeks to accomplish mission in ways that sustain motivation and morale. Actions contribute to unit effectiveness.	Achieves a highly effective balance between direction and delegation. Effectively tasks subordinates and clearly delineates standards expected. Enhances performance through constructive supervision. Fosters motivation and enhances morale. Builds and sustains teams that successfully meet mission requirements. Encourages initiative and candor among subordinates.	Promotes creativity and energy among subordinates by striking the ideal balance of direction and delegation. Achieves highest levels of performance from subordinates by encouraging individual initiative. Engenders willing subordination, loyalty, and trust that allow subordinates to overcome their perceived limitations. Personal leadership fosters highest levels of motivation and morale, ensuring mission accomplishment even in the most difficult circumstances.					N/O
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. DEVELOPING SUBORDINATES. Commitment to train, educate, and challenge all Marines regardless of race, religion, ethnic background, or gender. Mentorship. Cultivating professional and personal development of subordinates. Developing team players and esprit de corps. Ability to combine teaching and coaching. Creating an atmosphere tolerant of mistakes in the course of learning.								
ADV	Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.	Develops and institutes innovative programs, to include PME, that emphasize personal and professional development of subordinates. Challenges subordinates to exceed their perceived potential thereby enhancing unit morale and effectiveness. Creates an environment where all Marines are confident to learn through trial and error. As a mentor, prepares subordinates for increased responsibilities and duties.	Widely recognized and emulated as a teacher, coach and leader. Any Marine would desire to serve with this Marine because they know they will grow personally and professionally. Subordinate and unit performance far surpassed expected results due to MRO's mentorship and team building talents. Attitude toward subordinate development is infectious, extending beyond the unit.					N/O
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. SETTING THE EXAMPLE. The most visible facet of leadership: how well a Marine serves as a role model for all others. Personal action demonstrates the highest standards of conduct, ethical behavior, fitness, and appearance. Bearing, demeanor, and self-discipline are elements.								
ADV	Maintains Marine Corps standards for appearance, weight, and uniform wear. Sustains required level of physical fitness. Adheres to the tenets of the Marine Corps core values.	Personal conduct on and off duty reflects highest Marine Corps standards of integrity, bearing and appearance. Character is exceptional. Actively seeks self-improvement in wide-ranging areas. Dedication to duty and professional example encourage others' self-improvement efforts.	Model Marine, frequently emulated. Exemplary conduct, behavior, and actions are tone-setting. An inspiration to subordinates, peers, and seniors. Remarkable dedication to improving self and others.					N/O
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. ENSURING WELL-BEING OF SUBORDINATES. Genuine interest in the well-being of Marines. Efforts enhance subordinates' ability to concentrate/focus on unit mission accomplishment. Concern for family readiness is inherent. The importance placed on welfare of subordinates is based on the belief that Marines take care of their own.								
ADV	Deals confidently with issues pertinent to subordinate welfare and recognizes suitable courses of action that support subordinates' well-being. Applies available resources, allowing subordinates to effectively concentrate on the mission.	Instills and/or reinforces a sense of responsibility among junior Marines for themselves and their subordinates. Actively fosters the development of and uses support systems for subordinates which improve their ability to contribute to unit mission accomplishment. Efforts to enhance subordinate welfare improve the unit's ability to accomplish its mission.	Noticeably enhances subordinates well-being, resulting in a measurable increase in unit effectiveness. Maximizes unit and base resources to provide subordinates with the best support available. Proactive approach serves to energize unit members to "take care of their own," thereby correcting potential problems before they can hinder subordinates' effectiveness. Widely recognized for techniques and policies that produce results and build morale. Builds strong family atmosphere. Puts motto <i>Mission first, Marines always</i> , into action.					N/O
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. COMMUNICATION SKILLS. The efficient transmission and receipt of thoughts and ideas that enable and enhance leadership. Equal importance given to listening, speaking, writing, and critical reading skills. Interactive, allowing one to perceive problems and situations, provide concise guidance, and express complex ideas in a form easily understood by everyone. Allows subordinates to ask questions, raise issues and concerns and venture opinions. Contributes to a leader's ability to motivate as well as counsel.								
ADV	Skilled in receiving and conveying information. Communicates effectively in performance of duties.	Clearly articulates thoughts and ideas, verbally and in writing. Communication in all forms is accurate, intelligent, concise, and timely. Communicates with clarity and verve, ensuring understanding of intent or purpose. Encourages and considers the contributions of others.	Highly developed facility in verbal communication. Adept in composing written documents of the highest quality. Combines presence and verbal skills which engender confidence and achieve understanding irrespective of the setting, situation, or size of the group addressed. Displays an intuitive sense of when and how to listen.					N/O
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
JUSTIFICATION:								

1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name	b. First Name	c. MI	d. SSN	a. OCC	b. From	To	
WILLIAMS	ROY	A	123456789	TD	20090105	20090704	
DRAFT COPY							
G. INTELLECT AND WISDOM							
1. PROFESSIONAL MILITARY EDUCATION (PME). Commitment to intellectual growth in ways beneficial to the Marine Corps. Increases the breadth and depth of warfighting and leadership aptitude. Resources include resident schools; professional qualifications and certification processes; nonresident and other extension courses; civilian educational institution coursework; a personal reading program that includes (but is not limited to) selections from the Commandant's Reading List; participation in discussion groups and military societies; and involvement in learning through new technologies.							
ADV	Maintains currency in required military skills and related developments. Has completed or is enrolled in appropriate level of PME for grade and level of experience. Recognizes and understands new and creative approaches to service issues. Remains abreast of contemporary concepts and issues.	PME outlook extends beyond MOS and required education. Develops and follows a comprehensive personal program which includes broadened professional reading and/or academic course work; advances new concepts and ideas.	Dedicated to life-long learning. As a result of active and continuous efforts, widely recognized as an intellectual leader in professionally related topics. Makes time for study and takes advantage of all resources and programs. Introduces new and creative approaches to services issues. Engages in a broad spectrum of forums and dialogues.				N/O
<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input checked="" type="checkbox"/> D	<input type="checkbox"/> E	<input type="checkbox"/> F	<input type="checkbox"/> G	<input type="checkbox"/> H
2. DECISION MAKING ABILITY. Viable and timely problem solution. Contributing elements are judgment and decisiveness. Decisions reflect the balance between an optimal solution and a satisfactory, workable solution that generates tempo. Decisions are made within the context of the commander's established intent and the goal of mission accomplishment. Anticipation, mental agility, intuition, and success are inherent.							
ADV	Makes sound decisions leading to mission accomplishment. Actively collects and evaluates information and weighs alternatives to achieve timely results. Confidently approaches problems; accepts responsibility for outcomes.	Demonstrates mental agility; effectively prioritizes and solves multiple complex problems. Analytical abilities enhanced by experience, education, and intuition. Anticipates problems and implements viable, long-term solutions. Steadfast, willing to make difficult decisions.	Widely recognized and sought after to resolve the most critical, complex problems. Seldom matched analytical and intuitive abilities; accurately foresees unexpected problems and arrives at well-timed decisions despite fog and friction. Completely confident approach to all problems. Masterfully strikes a balance between the desire for perfect knowledge and greater tempo.				N/O
<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input checked="" type="checkbox"/> E	<input type="checkbox"/> F	<input type="checkbox"/> G	<input type="checkbox"/> H
3. JUDGMENT. The discretionary aspect of decision making. Draws on core values, knowledge, and personal experience to make wise choices. Comprehends the consequences of contemplated courses of action.							
ADV	Majority of judgments are measured, circumspect, relevant and correct.	Decisions are consistent and uniformly correct, tempered by consideration of their consequences. Able to identify, isolate and assess relevant factors in the decision making process. Opinions sought by others. Subordinates personal interest in favor of impartiality.	Decisions reflect exceptional insight and wisdom beyond this Marine's experience. Counsel sought by all; often an arbiter. Consistent, superior judgment inspires the confidence of seniors.				N/O
<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input checked="" type="checkbox"/> E	<input type="checkbox"/> F	<input type="checkbox"/> G	<input type="checkbox"/> H
JUSTIFICATION:							
H. FULFILLMENT OF EVALUATION RESPONSIBILITIES							
1. EVALUATIONS. The extent to which this officer serving as a reporting official conducted, or required others to conduct, accurate, uninflated, and timely evaluations.							
ADV	Occasionally submitted untimely or administratively incorrect evaluations. As RS, submitted one or more reports that contained inflated markings. As RO, concurred with one or more reports from subordinates that were returned by HQMC for inflated marking.	Prepared uninflated evaluations which were consistently submitted on time. Evaluations accurately described performance and character. Evaluations contained no inflated markings. No reports returned by RO or HQMC for inflated marking. No subordinates' reports returned by HQMC for inflated marking. Few, if any, reports were returned by RO or HQMC for administrative errors. Section Cs were void of superlatives. Justifications were specific, verifiable, substantive, and where possible, quantifiable and supported the markings given.	No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated markings. No subordinates' reports returned by HQMC for administrative correction or inflated markings. Returned procedurally or administratively incorrect reports to subordinates for correction. As RO nonconcurred with all inflated reports.				N/O
<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E	<input type="checkbox"/> F	<input type="checkbox"/> G	<input checked="" type="checkbox"/> H
JUSTIFICATION:							
NAVMC 10835D (Rev. 1-01) (WN 3.1)							
PAGE 4 OF 5							

DRAFT COPY							
1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name		b. First Name		c. MI	d. SSN	a. OCC	b. From To
WILLIAMS		ROY		A	66789	TD	20090105 20090704

I. DIRECTED AND ADDITIONAL COMMENTS

-Sergeant Williams is an immensely talented and effective NCO who operates at a level beyond the grasp of his peers. Hand selected to assume this SNCO billet, he completely outperformed two seasoned Staff Sergeants. An absolute technical expert whose professional skill rivals that of an officer. He directs the various administrative and training requirements of his unit without fault. Demonstrates impeccable moral character and a matchless ability among his peers to lead and inspire Marines and Sailors. The Corps could not find a finer ambassador for recruiting duty. Highly recommended for any officer commissioning program. An absolute must for promotion.

DIRECTED COMMENT: SECT. A, ITEM 6a: MRO was the subject of a Navy and Marine Corps Achievement Medal on 20090704.

J. CERTIFICATION

1. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality and that I have provided a signed copy of this report to the Marine Reported on.

Timothy C. Neder
(Signature of Reporting Senior)

2009 07 04
(Date in YYYYMMDD format)

2. I ACKNOWLEDGE the adverse nature of this report and

☐ I have no statement to make

☐ I have attached a statement

(Signature of Marine Reported On)

(Date in YYYYMMDD format)

K. REVIEWING OFFICER COMMENTS

1. OBSERVATION: ☐ Sufficient ☐ Insufficient

2. EVALUATION: ☐ Concur ☐ Do Not Concur

3. COMPARATIVE ASSESSMENT: Provide a comparative assessment of potential by placing an "X" in the appropriate box. In marking the comparison, consider all Marines of this grade whose professional abilities are known to you personally.

DESCRIPTION		COMPARATIVE ASSESSMENT
THE EMINENTLY QUALIFIED MARINE	<input type="checkbox"/>	
ONE OF THE FEW	<input checked="" type="checkbox"/>	
EXCEPTIONALLY QUALIFIED MARINES	<input type="checkbox"/>	
ONE OF THE MANY HIGHLY QUALIFIED	<input type="checkbox"/>	
PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE	<input type="checkbox"/>	
A QUALIFIED MARINE	<input type="checkbox"/>	
UNSATISFACTORY	<input type="checkbox"/>	

4. REVIEWING OFFICER COMMENTS: Amplify your comparative assessment mark; evaluate potential for continued professional development to include: promotion, command, assignment, resident PME, and retention; and put Reporting Senior marks and comments in perspective.

-Concur with RS assessment; MRO is one of the best Non-Commissioned Officers I have observed in 10 years of combined service

-Surpasses his peers in every measurable category

-Excellent candidate for MECEP or other officer program

-Sergeant Williams has my highest recommendation for promotion and billets of increased responsibility

5. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality.

Robert B. Rehder Jr.
(Signature of Reviewing Officer)

2009 07 04
(Date in YYYYMMDD format)

6. I ACKNOWLEDGE the adverse nature of this report and

☐ I have no statement to make

☐ I have attached a statement

(Signature of Marine Reported On)

(Date in YYYYMMDD format)

L. ADDENDUM PAGE

ADDENDUM PAGE ATTACHED: ☐ YES

NAVMC 10835E (Rev. 1-01) (WN 3.1) PAGE 5 OF 5

Appendix C

Master Brief Sheet (MBS) - Explanation

NAME		DoD ID		GRADE	RANK	LCN	DOR	TIG	CURRENT DUTY ASSIGNMENT			BILLET DESCRIPTION			DCTB
1		2		3	4	5	6	7	8			9			10
KEY DATE SUMMARY		AWARDS			MILITARY OCCUPATIONAL SPECIALTIES						TRAINING SUMMARY			LANGUAGES	
DEAF	11	12		12	PMOS	13	AMOS4		13	RIFLE	14		15		
TIS					AMOS1		AMOS5			PFT					
PEBO					AMOS2		JOINT			CFT					
AFADBD					AMOS3		BMOS			MCMAP					
OSCD		EDUCATION SUMMARY													
ACC COMM		CIVILIAN				MILITARY				PME					
DOR COMM															
DOR LDO															
DSG PILOT															
DCADB															
EAS	16				17				17/18				18		
MSR															
MRD															

MBS LISTING

BIR/BTR
LISTING

CORRECTING AUTHORITY

REFERENCE

1. NAME	NAME	UNIT DIARY	MCTFS PRIUM
2. SSN	SSN	UNIT DIARY	MCTFS PRIUM
3. GRADE	GRADE	ENLISTED: UNIT DIARY OFFICER: CMC (MMPR)	MCTFS PRIUM
4. RANK DESCRIPTION Automatic	N/A	UNIT DIARY	MCTFS PRIUM
5. LINEAL NO: Lineal control number	OFFD, QCRE	CMC (MMPR)	MCTFS PRIUM
6. DOR: Date of Rank, the date from which present rank is effective	DOR	ENLISTED: UNIT DIARY OFFICER: CMC (MMPR)	MCTFS PRIUM
7. TIG: Time In Grade	N/A	N/A	MCTFS PRIUM
8. CURRENT DUTY ASSIGNMENT	N/A	N/A	MCTFS PRIUM
9. BILLET DESCRIPTION	N/A	N/A	MCTFS PRIUM
10. DCTB: Date current tour began.	DCTB	UNIT DIARY	MCTFS PRIUM
11. KEY DATE SUMMARY DEAF: Date of original entry into the Armed Forces.	DEAF	UNIT DIARY	MCTFS PRIUM
TIS: Time in service	N/A	N/A	MCTFS PRIUM
PEBD: Pay entry base date.	PAY ENTRY BASE DATE	ENLISTED: UNIT DIARY OFFICERS: CMC (MMPR)	MCTFS PRIUM
AFADBD: Armed Forces Active Duty Base Date: the date from which active duty time is computed. Is adjustable for lost time or break in service.	AFADBD	UNIT DIARY	MCTFS PRIUM
OSCD: Overseas control date.	DAUS DEPN RESTR	UNIT DIARY	MCTFS PRIUM
ACC COMM: Date accepted first Marine Corps commission (initial appointment only).	N/A	UNIT DIARY	MCTFS PRIUM

MCO 1610.7
13 Feb 2015

<u>MBS LISTING</u>	<u>BIR/BTR LISTING</u>	<u>CORRECTING AUTHORITY</u>	<u>REFERENCE</u>
DOR COMM: The date of rank of first commission as a CWO.	N/A	ACTIVE: MCRC RESERVE: UNIT DIARY	MCTFS PRIUM
DOR LDO: The date of rank of first commission as a LDO.	N/A	CMC (MMPR)	NAVMC 763
DSG PILOT: The date on which the Marine was designated a military pilot, naval aviator, or NFO.	N/A	CMC (MMOA)	MCTFS PRIUM
DCADB: The date current active duty began. Immediate reenlistment does not change this date.	N/A	UNIT DIARY	MCTFS PRIUM
EAS: Expiration of active service.	EAS	ENLISTED: UNIT DIARY ACTIVE OFFICER: CMC (MMOA) RESERVE OFFICER: CMC (RAM)	MCTFS PRIUM
MSR: Mandatory separation retirement date. Assigned when the Marine's time in service approaches the maximum allowable time, normally 30 years.	RT01	CMC (MMSR)	SEPS MANUAL
MRD: Mandatory retirement date. For reserve officers only, assigned in the same manner as the MSR, above.	RT01	CMC (MMSR)	SEPS MANUAL
12. AWARDS: Personal decorations awarded in order of precedence and the number of like awards (filed represents latest 12 personal awards awarded).	N/A	UNIT DIARY	MCTFS PRIUM SECNAVINST 1650.1H
13. MILITARY OCCUPATIONAL SPECIALTIES			
PMOS: Primary MOS	MOS	UNIT DIARY	MCTFS PRIUM
AMOS1: First Additional MOS	MOS	ENLISTED: UNIT DIARY ACTIVE OFFICER: CMC (MMOA) RESERVE OFFICER: CMC (RAM)	MCTFS PRIUM
AMOS2: Second Additional MOS	MOS	SAME AS AMOS1	MCTFS PRIUM
AMOS3: Third Additional MOS	MOS	SAME AS AMOS1	MCTFS PRIUM
AMOS4: Fourth Additional MOS	MOS	SAME AS AMOS1	MCTFS PRIUM
AMOS5: Fifth Additional MOS	MOS	SAME AS AMOS1	MCTFS PRIUM
JOINT: JOINT MOS (Officer only)	MOS	CMC (MMOA)	MCTFS PRIUM
BMOS: BILLET MOS	MOS	UNIT DIARY	MCTFS PRIUM
14. TRAINING SUMMARY			
RIFLE: Qualification Status	BTR	UNIT DIARY	MCTFS PRIUM
PISTOL: Qualification status	BTR	UNIT DIARY	MCTFS PRIUM
PFT: Class/Score or status	BTR	UNIT DIARY	MCTFS PRIUM
CFT: Class/Score or status	BTR	UNIT DIARY	MCTFS PRIUM
MCMAP: Martial Arts qualification	BTR	UNIT DIARY	MCTFS PRIUM

C-2

Enclosure (1)

<u>MBS LISTING</u>	<u>BIR/BTR LISTING</u>	<u>CORRECTING AUTHORITY</u>	<u>REFERENCE</u>
15. LANGUAGES: Name of language in which the Marine is proficient. Up to four languages may be listed.	FORGN-LANG CODES 1/2/3/4	CMC (MA)	MCTFS PRIUM
16. CIVILIAN EDUCATION: Civilian schools attended listed by year completed, degree attained, and major subject. Should list secondary and post-secondary schools.	CIV ED LEVEL	UNIT DIARY	MCTFS PRIUM
17. MILITARY EDUCATION: Service schools (including certain MCI courses) listed by course title and year in which completed. If the Marine has nine or fewer PME courses, up to 27 military courses can be displayed. If the Marine has ten or more PME courses, the 18 most recent military courses will be displayed.	EDU, BTR	UNIT DIARY	MCTFS PRIUM
18. PROFESSIONAL MILITARY EDUCATION: Service schools and career progression courses which indicate continuing military education. Used by promotion boards to determine if a Marine is "PME Complete" for their grade.	EDU, BTR	UNIT DIARY	MCTFS PRIUM

Appendix D

Master Brief Sheet (MBS) - Fitness Report Listing

ADMINISTRATIVE SUMMARY					REPORTING SENIOR MARKINGS															REVIEWING OFFICER MARKINGS											
Grade	OCC	From	Months	Billet Description	Reporting Senior		Pw	Pu	Ca	ST	Int	Le	De	Int	Sta	Co	PW	Dec	Jul	End	Reviewing Officer		RO marks - same grade at processing								
BMOS	Type	To	Co	Adv	Command	Promote	Reports	Rpt Avg	RS Avg	RS High	Rpt at High	RV at Proc	Cum RV	Obser	Concur	RO marks - same grade cumulative															
Capt	GC	1999001	9		Company Commander	LtCol B		F	F	D	E	D	E	E	E	D	D	C	E	E	C	Col T		01	02	10	24	25	16	07	08
0302	N	19990603			1st Battalion 2d Marines	Yes	13 of 16	4.57	3.52	4.57	1	100.00	100.00									Suff	Yes	01	02	10	24	25	16	07	08
Maj	AN	1999004	3		Operations Officer	LtCol B		E	E	C	E	E	D	D	E	D	E	C	E	D	D	Col R		01	02	10	24	25	16	07	08
0302	N	1999001			1st Battalion 2d Marines	Yes	4 of 7	4.36	4.13	4.50	1	95.11	95.11									Suff	Yes	01	10	20	74	75	06	07	08
Maj	CH	1999001	6		Operations Officer	LtCol B		E	E	D	E	E	D	D	E	D	E	C	E	E	D	Col A		01	02	10	24	25	16	07	08
0302	N	20001119			1st Battalion 2d Marines	Yes	7 of 7	4.50	4.13	4.50	2	100.00	100.00									Suff	Yes	11	02	20	44	100	120	77	16
Maj	TR	20001119	3		BN Executive Officer	LtCol S		F	F	D	D	G	F	E	F	D	D	D	D	D	E	Col A		01	02	10	24	25	16	07	08
0302	N	20000414			1st Battalion 2d Marines	Yes	6 of 14	4.93	4.46	4.93	1	100.00	100.00									Suff	Yes	11	02	20	44	170	120	77	16

1. Administrative Summary

a. Grade. This information reflects the MRO's grade per section A, item 1e (Grade), of the fitness report.

b. BMOS. This information reflects the billet MOS of the duty to which the MRO was assigned per section A, item h (BILMOS) of the fitness report.

c. OCC. This information reflects the occasion for submitting the report per section A, item 3a (OCC) of the fitness report.

d. Type Duty. This information reflects the type of the MRO's duty per section A, item 3c (Type), of the fitness report.

e. From Date/To Date

(1) From Date. This information reflects the beginning date of the reporting period per section A, item 3b (From) of the fitness report.

(2) To Date. This information reflects the ending date of the reporting period per section A, item 3b (To) of the fitness report.

f. Months. Number of months covered by the specific fitness report.

g. COM. An "X" appearing under this column indicates that the MRO was subject to commendatory material during the reporting period per section A, item 6a (Marine Subject of Commendatory Material) of the fitness report.

h. ADV. An "X" appearing under this column indicates the report is adverse. per section A, item 5a (Special Case: Adverse) or item 6b (Derogatory Material) or item 6c (Disciplinary Action) of the fitness report.

i. Billet Description. This information reflects the primary duty to which the MRO was assigned per section A, item 4 (Duty Assignment (descriptive title)), of the fitness report.

j. Command. This information reflects the specific command or unit to which the MRO was assigned for duty per section A, item 2b, (RUC), of the fitness report.

MCO 1610.7
13 Feb 2015

2. Reporting Senior Markings

a. Reporting Senior. This information reflects the name of the MRO's RS per section A, item 10 (Reporting Senior), of the fitness report.

b. Mission/Character/Leadership/Intellect/Eval Resp. This information reflects the markings from the Performance Anchored Rating Scales per section D (Mission Accomplishment), E (Individual Character), F (Leadership), G (Intellect And Wisdom), and H* (Fulfillment Of Evaluation Responsibilities) of the fitness report. Abbreviations for the individual attributes as reflected on the MBS are:

PER-Performance	LEA-Leading Subordinates	PME-Professional
PRO-Proficiency	DEV-Develop Subordinates	Military Education
COU-Courage	SET-Setting the Example	DEC-Decision Making
EFF-Effectiveness	ENS-Ensuring Well-Being	Ability
Under Stress	of Subordinates	JUD-Judgment
INI-Initiative	CO-Communication Skills	EVAL*-Evaluation
		Responsibilities

* Applies only to MRO's with fitness reporting official responsibilities.

c. Promote. This information reflects the RS's promotion recommendation for the MRO per section A, item 7 (Recommended for Promotion). A "NO" indicates not recommended for promotion. An "NA" indicates not applicable. An "ACC" indicates a recommendation for accelerated promotion.

d. Reports. This number is not a ranking of any kind. The number before "of" indicates the numerical total of reports processed for this RS on Marines of this grade. The number after "of" is the total number of cumulative reports to date on Marines of this grade. Therefore, "13 of 16" shows that this report was the thirteenth report processed, and the RS has submitted three reports after this report.

e. RPT AVG. This information reflects the report's average of the observed attributes.

f. RS AVG. This information reflects the cumulative average of all reports written by the RS on a Marine of that grade.

g. RS HIGH. This information reflects the highest fitness report average of any report written by the RS on a Marine of that grade.

h. RPT AT HIGH. This information reflects the number of reports the RS submitted which have a relative average of 100.

i. RV AT PROC. This column reflects the relative value of the MRO's fitness report based on the RS's rating history for Marines of the same grade as the MRO as of the time of processing of the MRO's report (see Appendix G).

j. CUM RV. This column reflects the cumulative relative value of all fitness reports written by the RS on Marines of this grade at the time the MBS is produced. NOTE: This percentage is a variable and will change as the RS writes additional reports on Marines of the same grade as the MRO's grade on the report in question.

MCO 1610.7
13 Feb 2015

3. Reviewing Officer Markings

a. Reviewing Officer. This information reflects the name of the MRO's RO per section A, item 11 (Reviewing Officer), of the fitness report.

b. RO Remarks - Same Grade At Processing. This information will show the RO's comparative assessment marks of section K, block 3 for all fitness reports of Marines of the same grade evaluated by the RO at the time the report was processed.

c. OBSER. This reflects the degree of observation the RO had of the MRO as indicated in section K, item 1.

d. Concur. This information reflects whether the RO concurs or does not concur with the RS's evaluation of the MRO per section K, item 2 (Evaluation) of the fitness report. A "YES" appearing in this column indicates the RO concurs with the report. A "NO" appearing in the column indicates the RO does not concur with the report.

e. RO Marks - Same Grade Cumulative. This information shows the cumulative comparative assessment (pyramid) marks of section K, block 3 of all reports ever reviewed by the RO on all Marines of the same grade as the MRO with the assessment of this fitness report highlighted by a square frame.
NOTE: This number is dynamic and will change as the RO writes additional reports on Marines of the same grade as the MRO's grade on this report.

FITREP Workshop Assignment:**Sgt Bobby Rivera**

After reviewing all information in the SHO, you will be prepared to practice what you have learned. Read the case study, complete the assigned tasks, and BPT discuss your work during the workshop.

Introduction

It is 1 April 2011 and you have been the platoon commander of 2d Plt, Golf Co, 2d Bn, 8th Marines since 1 Feb 2010. During that time you have conducted numerous field exercises, including battalion training deployments to both 29 Palms for a Mojave Viper and to Bridgeport, CA for cold weather training. As your company starts a week long operational pause to verify REDs and SGLI information and get caught up on medical and dental readiness, you find out that one of your sergeants, Sgt Bobby Rivera, has just received PCS orders to Quantico with a report date NLT 7 May. He has decided to request 3 weeks of leave in conjunction and will officially leave your plt in 2 weeks on 15 April 2011.

Sgt Rivera's Performance

Sgt Rivera, an 0311, is one of your squad leaders. He was promoted to Sgt on 1 Feb 2010, your first day in G/2/8. During your turnover with the previous platoon commander, he explained that Sgt Rivera was a great leader, but only average at PT. Since you've been platoon commander, you've seen Sgt Rivera consistently go out of his way to train his fire team leaders in everything from OSMEAC, to land nav, to uniform regulations. While he's not the most technically or tactically proficient Sgt in your platoon or in the company, he always works to better himself and takes learning his profession very seriously. Last fall, he volunteered to attend Sgts Course and graduated in the top 20% of his class (received a Not Observed report dated 2 Sept 2010 – 15 Oct 2010). He also qualified expert with rifle and pistol prior to going to Sergeant's Course and received a Navy and Marine Corps Achievement Medal on 1 March 2011.

Sgt Rivera's PT performance leaves slightly more to be desired. His last PFT score was a 227 (run Jan of 2011) and he typically hovers around 12 pull ups and a 24 minute 3 mile run time. You rarely see him in the gym or out running on his own. He is 68" tall and weighs 186, but his body fat percentage is still within regulations at 18%.

The last four of Sgt Rivera's SSN are 4616.

Your company commander's name is Capt Chris G. Carter and his last four are 2895. Your unit MCC is V28 and your RUC is 28582.

This is your RS profile list for Sergeants. The profiles are the same, one is listed in order of date and one is listed in order of FitRep score. Fill in the 5 boxes below (only one for the below profiles) and then use that information to fill out Sgt Rivera's Sections A and I. Use the letter boxes to assign him a numeric score for this FitRep, depending on where you want to place him.

SGT

3124	JOHNSON	1-FEB-10	10-APR-10	EN	4.30
9480	MARCOUX	1-FEB-10	16-APR-10	CH	4.12
1384	WILLIS	31-MAR-10	31-MAR-11	AN	3.90
4616	RIVERA	1-APR-10	1-SEP-10	TD	3.84
4616	RIVERA	1-FEB-10	31-MAR-10	AN	3.71
5643	DAVIS	31-MAR-10	31-MAR-11	AN	3.70
5643	DAVIS	1-FEB-10	31-MAR-10	AN	3.65
1384	WILLIS	1-FEB-10	31-MAR-10	AN	3.51
6933	TINO	1-APR-10	25-OCT-10	CH	3.44

Average By MRO Grade:

4616	RIVERA	1-FEB-10	31-MAR-10	AN	3.71
5643	DAVIS	1-FEB-10	31-MAR-10	AN	3.65
1384	WILLIS	1-FEB-10	31-MAR-10	AN	3.51
3124	JOHNSON	1-FEB-10	10-APR-10	EN	4.30
9480	MARCOUX	1-FEB-10	16-APR-10	CH	4.12
4616	RIVERA	1-APR-10	1-SEP-10	TD	3.84
6933	TINO	1-APR-10	25-OCT-10	CH	3.44
5643	DAVIS	31-MAR-10	31-MAR-11	AN	3.70
1384	WILLIS	31-MAR-10	31-MAR-11	AN	3.90

Average By MRO Grade:

Reporting Senior's Profile
2ndLt _____

SSN:

As of: **20110401**

Grade	Average	#of Report	High	Low
1STLT	0.00	0	0.00	0.00
2NDLT	0.00	0	0.00	0.00
CW02	0.00	0	0.00	0.00
1STSGT	0.00	0	0.00	0.00
MSGT	0.00	0	0.00	0.00
GYSGT	0.00	0	0.00	0.00
SSGT	0.00	0	0.00	0.00
SGT	_____	_____	_____	_____

*****Fill in the average, # of reports, high and low****

Answer or consider the following questions before filling out a FitRep on Sgt Rivera.

- 1. How many days do you have to do Sgt Rivera's FitRep? By what date should you have given it to him, if possible?**
- 2. What was the occasion for his last FitRep?**
- 3. What is the occasion for this FitRep and why?**
- 4. Including the FitRep you give him, how many will Sgt Rivera have by the time he leaves Golf 2/8?**
- 5. Why isn't Sgt Rivera's rifle or pistol score recorded on this FitRep?**
- 6. Why do you have 5 reports where the "from" time is 1 Feb 10?**
- 7. Why did Sgt Johnson get a FitRep from you?**
- 8. Does it matter what letter grades you assign Sgt Rivera? Why or why not?**
- 9. Who are some people you could send this report to for a Command Review?**
- 10. This FitRep was filled out in pen. What would you use to fill out a real FitRep and where would you find it?**

USMC FITNESS REPORT (1610)
NAVMC 10835A (Rev. 1-01)(P)
PREVIOUS EDITIONS WILL NOT BE USED
FOUO - Privacy sensitive if filled in

COMMANDANT'S GUIDANCE

**DO NOT STAPLE
THIS FORM**

The completed fitness report is the most important information component in manpower management. It is the primary means of evaluating a Marine's performance and is the Commandant's primary tool for the selection of personnel for promotion, augmentation, resident schooling, command, and duty assignments. Therefore, the completion of this report is one of an officer's most critical responsibilities. Inherent in this duty is the commitment of each Reporting Senior and Reviewing Officer to ensure the integrity of the system by giving close attention to accurate marking and timely reporting. Every officer serves a role in the scrupulous maintenance of this evaluation system, ultimately important to both the individual and the Marine Corps. Inflationary markings only serve to dilute the actual value of each report. Reviewing Officers will not concur with inflated reports.

A. ADMINISTRATIVE INFORMATION

1. Marine Reported On:

a. Last Name	b. First Name	c. MI	d.ID	e. Grade	f. DOR	g. PMOS	h. BILMOS

2. Organization:

a. MCC	b. RUC	c. Unit Description

3. Occasion and Period Covered:

a. OCC	b. From	To	c. Type

4. Duty Assignment (descriptive title):

5. Special Case:

a. Adverse	b. Not Observed	c. Extended
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Marine Subject Of:

a. Commendatory	b. Derogatory	c. Disciplinary
Material <input type="checkbox"/>	Material <input type="checkbox"/>	Action <input type="checkbox"/>

7. Recommended For Promotion:

a. Yes	b. No	c. N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Special Information:

a. QUAL	d. HT(in.)	g. Reserve Component
b. PFT	e. WT	h. Status
c. CFT	f. Body Fat	i. Future Use

9. Duty Preference:

a. Code	b. Descriptive Title
1st	
2nd	
3rd	

10. Reporting Senior:

a. Last Name	b. Init	c. Service	d.ID	e. Grade	f. Duty Assignment

11. Reviewing Officer:

a. Last Name	b. Init	c. Service	d.ID	e. Grade	f. Duty Assignment

B. BILLET DESCRIPTION

C. BILLET ACCOMPLISHMENTS

1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name	b. First Name	c. MI	d. ID	a. OCC	b. From	To	

D. MISSION ACCOMPLISHMENT

1. **PERFORMANCE.** Results achieved during the reporting period. How well those duties inherent to a Marine's billet, plus all additional duties, formally and informally assigned, were carried out. Reflects a Marine's aptitude, competence, and commitment to the unit's success above personal reward. Indicators are time and resource management, task prioritization, and tenacity to achieve positive ends consistently.

ADV	Meets requirements of billet and additional duties. Aptitude, commitment, and competence meet expectations. Results maintain status quo.	Consistently produces quality results while measurably improving unit performance. Habitually makes effective use of time and resources; improves billet procedures and products. Positive impact extends beyond billet expectations.	Results far surpass expectations. Recognizes and exploits new resources; creates opportunities. Emulated; sought after as an expert with influence beyond unit. Impact significant; innovative approaches to problems produce significant gains in quality and efficiency.		N/O
-----	------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	-----

A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. **PROFICIENCY.** Demonstrates technical knowledge and practical skill in the execution of the Marine's overall duties. Combines training, education and experience. Translates skills into actions which contribute to accomplishing tasks and missions. Imparts knowledge to others. Grade dependent.

ADV	Competent. Possesses the requisite range of skills and knowledge commensurate with grade and experience. Understands and articulates basic functions related to mission accomplishment.	Demonstrates mastery of all required skills. Expertise, education and experience consistently enhance mission accomplishment. Innovative troubleshooter and problem solver. Effectively imparts skills to subordinates.	True expert in field. Knowledge and skills impact far beyond those of peers. Translates broad-based education and experience into forward thinking, innovative actions. Makes immeasurable impact on mission accomplishment. Peerless teacher, selflessly imparts expertise to subordinates, peers, and seniors.		N/O
-----	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	-----

A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

JUSTIFICATION:

E. INDIVIDUAL CHARACTER

1. **COURAGE.** Moral or physical strength to overcome danger, fear, difficulty or anxiety. Personal acceptance of responsibility and accountability, placing conscience over competing interests regardless of consequences. Conscious, overriding decision to risk bodily harm or death to accomplish the mission or save others. The will to persevere despite uncertainty.

ADV	Demonstrates inner strength and acceptance of responsibility commensurate with scope of duties and experience. Willing to face moral or physical challenges in pursuit of mission accomplishment.	Guided by conscience in all actions. Proven ability to overcome danger, fear, difficulty or anxiety. Exhibits bravery in the face of adversity and uncertainty. Not deterred by morally difficult situations or hazardous responsibilities.	Uncommon bravery and capacity to overcome obstacles and inspire others in the face of moral dilemma or life-threatening danger. Demonstrated under the most adverse conditions. Selfless. Always places conscience over competing interests regardless of physical or personal consequences.		N/O
-----	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	-----

A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. **EFFECTIVENESS UNDER STRESS.** Thinking, functioning and leading effectively under conditions of physical and/or mental pressure. Maintaining composure appropriate for the situation, while displaying steady purpose of action, enabling one to inspire others while continuing to lead under adverse conditions. Physical and emotional strength, resilience and endurance are elements.

ADV	Exhibits discipline and stability under pressure. Judgment and effective problem-solving skills are evident.	Consistently demonstrates maturity, mental agility and willpower during periods of adversity. Provides order to chaos through the application of intuition, problem-solving skills, and leadership. Composure reassures others.	Demonstrates seldom-matched presence of mind under the most demanding circumstances. Stabilizes any situation through the resolute and timely application of direction, focus and personal presence.		N/O
-----	--------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	-----

A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. **INITIATIVE.** Action in the absence of specific direction. Seeing what needs to be done and acting without prompting. The instinct to begin a task and follow through energetically on one's own accord. Being creative, proactive and decisive. Transforming opportunity into action.

ADV	Demonstrates willingness to take action in the absence of specific direction. Acts commensurate with grade, training and experience.	Self-motivated and action-oriented. Foresight and energy consistently transform opportunity into action. Develops and pursues creative, innovative solutions. Acts without prompting. Self-starter.	Highly motivated and proactive. Displays exceptional awareness of surroundings and environment. Uncanny ability to anticipate mission requirements and quickly formulate original, far-reaching solutions. Always takes decisive, effective action.		N/O
-----	--------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	-----

A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

JUSTIFICATION:

1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name		b. First Name		c. MI		d. ID	
F. LEADERSHIP							
1. LEADING SUBORDINATES. The inseparable relationship between leader and led. The application of leadership principles to provide direction and motivate subordinates. Using authority, persuasion and personality to influence subordinates to accomplish assigned tasks. Sustaining motivation and morale while maximizing subordinates' performance.							
ADV	Engaged; provides instructions and directs execution. Seeks to accomplish mission in ways that sustain motivation and morale. Actions contribute to unit effectiveness.	Achieves a highly effective balance between direction and delegation. Effectively tasks subordinates and clearly delineates standards expected. Enhances performance through constructive supervision. Fosters motivation and enhances morale. Builds and sustains teams that successfully meet mission requirements. Encourages initiative and candor among subordinates.	Promotes creativity and energy among subordinates by striking the ideal balance of direction and delegation. Achieves highest levels of performance from subordinates by encouraging individual initiative. Engenders willing subordination, loyalty, and trust that allow subordinates to overcome their perceived limitations. Personal leadership fosters highest levels of motivation and morale, ensuring mission accomplishment even in the most difficult circumstances.	N/O			
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. DEVELOPING SUBORDINATES. Commitment to train, educate, and challenge all Marines regardless of race, religion, ethnic background, or gender. Mentorship. Cultivating professional and personal development of subordinates. Developing team players and esprit de corps. Ability to combine teaching and coaching. Creating an atmosphere tolerant of mistakes in the course of learning.							
ADV	Maintains an environment that allows personal and professional development. Ensures subordinates participate in all mandated development programs.	Develops and institutes innovative programs, to include PME, that emphasize personal and professional development of subordinates. Challenges subordinates to exceed their perceived potential thereby enhancing unit morale and effectiveness. Creates an environment where all Marines are confident to learn through trial and error. As a mentor, prepares subordinates for increased responsibilities and duties.	Widely recognized and emulated as a teacher, coach and leader. Any Marine would desire to serve with this Marine because they know they will grow personally and professionally. Subordinate and unit performance far surpassed expected results due to MRO's mentorship and team building talents. Attitude toward subordinate development is infectious, extending beyond the unit.	N/O			
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. SETTING THE EXAMPLE. The most visible facet of leadership: how well a Marine serves as a role model for all others. Personal action demonstrates the highest standards of conduct, ethical behavior, fitness, and appearance. Bearing, demeanor, and self-discipline are elements.							
ADV	Maintains Marine Corps standards for appearance, weight, and uniform wear. Sustains required level of physical fitness. Adheres to the tenets of the Marine Corps core values.	Personal conduct on and off duty reflects highest Marine Corps standards of integrity, bearing and appearance. Character is exceptional. Actively seeks self-improvement in wide-ranging areas. Dedication to duty and professional example encourage others' self-improvement efforts.	Model Marine, frequently emulated. Exemplary conduct, behavior, and actions are tone-setting. An inspiration to subordinates, peers, and seniors. Remarkable dedication to improving self and others.	N/O			
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. ENSURING WELL-BEING OF SUBORDINATES. Genuine interest in the well-being of Marines. Efforts enhance subordinates' ability to concentrate/focus on unit mission accomplishment. Concern for family readiness is inherent. The importance placed on welfare of subordinates is based on the belief that Marines take care of their own.							
ADV	Deals confidently with issues pertinent to subordinate welfare and recognizes suitable courses of action that support subordinates' well-being. Applies available resources, allowing subordinates to effectively concentrate on the mission.	Instills and/or reinforces a sense of responsibility among junior Marines for themselves and their subordinates. Actively fosters the development of and uses support systems for subordinates which improve their ability to contribute to unit mission accomplishment. Efforts to enhance subordinate welfare improve the unit's ability to accomplish its mission.	Noticeably enhances subordinates well-being, resulting in a measurable increase in unit effectiveness. Maximizes unit and base resources to provide subordinates with the best support available. Proactive approach serves to energize unit members to "take care of their own," thereby correcting potential problems before they can hinder subordinates' effectiveness. Widely recognized for techniques and policies that produce results and build morale. Builds strong family atmosphere. Puts motto <i>Mission first, Marines always</i> , into action.	N/O			
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. COMMUNICATION SKILLS. The efficient transmission and receipt of thoughts and ideas that enable and enhance leadership. Equal importance given to listening, speaking, writing, and critical reading skills. Interactive, allowing one to perceive problems and situations, provide concise guidance, and express complex ideas in a form easily understood by everyone. Allows subordinates to ask questions, raise issues and concerns and venture opinions. Contributes to a leader's ability to motivate as well as counsel.							
ADV	Skilled in receiving and conveying information. Communicates effectively in performance of duties.	Clearly articulates thoughts and ideas, verbally and in writing. Communication in all forms is accurate, intelligent, concise, and timely. Communicates with clarity and verve, ensuring understanding of intent or purpose. Encourages and considers the contributions of others.	Highly developed facility in verbal communication. Adept in composing written documents of the highest quality. Combines presence and verbal skills which engender confidence and achieve understanding irrespective of the setting, situation, or size of the group addressed. Displays an intuitive sense of when and how to listen.	N/O			
A	B	C	D	E	F	G	H
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JUSTIFICATION:							

1. Marine Reported On:				2. Occasion and Period Covered:		
a. Last Name	b. First Name	c. MI	d. ID	a. OCC	b. From	To

G. INTELLECT AND WISDOM

1. PROFESSIONAL MILITARY EDUCATION (PME). Commitment to intellectual growth in ways beneficial to the Marine Corps. Increases the breadth and depth of warfighting and leadership aptitude. Resources include resident schools; professional qualifications and certification processes; nonresident and other extension courses; civilian educational institution coursework; a personal reading program that includes (but is not limited to) selections from the Commandant's Reading List; participation in discussion groups and military societies; and involvement in learning through new technologies.

ADV Maintains currency in required military skills and related developments. Has completed or is enrolled in appropriate level of PME for grade and level of experience. Recognizes and understands new and creative approaches to service issues. Remains abreast of contemporary concepts and issues.	PME outlook extends beyond MOS and required education. Develops and follows a comprehensive personal program which includes broadened professional reading and/or academic course work; advances new concepts and ideas.	Dedicated to life-long learning. As a result of active and continuous efforts, widely recognized as an intellectual leader in professionally related topics. Makes time for study and takes advantage of all resources and programs. Introduces new and creative approaches to services issues. Engages in a broad spectrum of forums and dialogues.	N/O
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----

A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------

2. DECISION MAKING ABILITY. Viable and timely problem solution. Contributing elements are judgment and decisiveness. Decisions reflect the balance between an optimal solution and a satisfactory, workable solution that generates tempo. Decisions are made within the context of the commander's established intent and the goal of mission accomplishment. Anticipation, mental agility, intuition, and success are inherent.

ADV Makes sound decisions leading to mission accomplishment. Actively collects and evaluates information and weighs alternatives to achieve timely results. Confidently approaches problems; accepts responsibility for outcomes.	Demonstrates mental agility; effectively prioritizes and solves multiple complex problems. Analytical abilities enhanced by experience, education, and intuition. Anticipates problems and implements viable, long-term solutions. Steadfast, willing to make difficult decisions.	Widely recognized and sought after to resolve the most critical, complex problems. Seldom matched analytical and intuitive abilities; accurately foresees unexpected problems and arrives at well-timed decisions despite fog and friction. Completely confident approach to all problems. Masterfully strikes a balance between the desire for perfect knowledge and greater tempo.	N/O
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----

A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------

3. JUDGMENT. The discretionary aspect of decision making. Draws on core values, knowledge, and personal experience to make wise choices. Comprehends the consequences of contemplated courses of action.

ADV Majority of judgments are measured, circumspect, relevant and correct.	Decisions are consistent and uniformly correct, tempered by consideration of their consequences. Able to identify, isolate and assess relevant factors in the decision making process. Opinions sought by others. Subordinates personal interest in favor of impartiality.	Decisions reflect exceptional insight and wisdom beyond this Marine's experience. Counsel sought by all; often an arbiter. Consistent, superior judgment inspires the confidence of seniors.	N/O
----------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----

A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------

JUSTIFICATION:

H. FULFILLMENT OF EVALUATION RESPONSIBILITIES

1. EVALUATIONS. The extent to which this officer serving as a reporting official conducted, or required others to conduct, accurate, uninflated, and timely evaluations.

ADV Occasionally submitted untimely or administratively incorrect evaluations. As RS, submitted one or more reports that contained inflated markings. As RO, concurred with one or more reports from subordinates that were returned by HQMC for inflated marking.	Prepared uninflated evaluations which were consistently submitted on time. Evaluations accurately described performance and character. Evaluations contained no inflated markings. No reports returned by RO or HQMC for inflated marking. No subordinates' reports returned by HQMC for inflated marking. Few, if any, reports were returned by RO or HQMC for administrative errors. Section Cs were void of superlatives. Justifications were specific, verifiable, substantive, and where possible, quantifiable and supported the markings given.	No reports submitted late. No reports returned by either RO or HQMC for administrative correction or inflated markings. No subordinates' reports returned by HQMC for administrative correction or inflated markings. Returned procedurally or administratively incorrect reports to subordinates for correction. As RO nonconcurred with all inflated reports.	N/O
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----

A <input type="checkbox"/>	B <input type="checkbox"/>	C <input type="checkbox"/>	D <input type="checkbox"/>	E <input type="checkbox"/>	F <input type="checkbox"/>	G <input type="checkbox"/>	H <input type="checkbox"/>
-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------	-------------------------------

JUSTIFICATION:

1. Marine Reported On:				2. Occasion and Period Covered:			
a. Last Name	b. First Name	c. MI	d. ID	a. OCC	b. From	To	
I. DIRECTED AND ADDITIONAL COMMENTS							
J. CERTIFICATION							
1. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality and that I have provided a signed copy of this report to the Marine Reported on.				<div style="border-bottom: 1px solid black; width: 150px; margin: 0 auto;"></div> (Signature of Reporting Senior)		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> (Date in YYYYMMDD format)	
2. I ACKNOWLEDGE the adverse nature of this report and				<div style="border-bottom: 1px solid black; width: 150px; margin: 0 auto;"></div> (Signature of Marine Reported On)		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> (Date in YYYYMMDD format)	
K. REVIEWING OFFICER COMMENTS							
1. OBSERVATION: <input type="checkbox"/> Sufficient <input type="checkbox"/> Insufficient				2. EVALUATION: <input type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur			
3. COMPARATIVE ASSESSMENT: Provide a comparative assessment of potential by placing an "X" in the appropriate box. In marking the comparison, consider all Marines of this grade whose professional abilities are known to you personally.	DESCRIPTION <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">THE EMINENTLY QUALIFIED MARINE</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">ONE OF THE FEW EXCEPTIONALLY QUALIFIED MARINES</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">ONE OF THE MANY HIGHLY QUALIFIED PROFESSIONALS WHO FORM THE MAJORITY OF THIS GRADE</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">A QUALIFIED MARINE</div> <div style="border: 1px solid black; padding: 2px;">UNSATISFACTORY</div>		<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div>		COMPARATIVE ASSESSMENT 		
4. REVIEWING OFFICER COMMENTS: Amplify your comparative assessment mark; evaluate potential for continued professional development to include: promotion, command, assignment, resident PME, and retention; and put Reporting Senior marks and comments in perspective.							
5. I CERTIFY that to the best of my knowledge and belief all entries made hereon are true and without prejudice or partiality.				<div style="border-bottom: 1px solid black; width: 150px; margin: 0 auto;"></div> (Signature of Reviewing Officer)		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> (Date in YYYYMMDD format)	
6. I ACKNOWLEDGE the adverse nature of this report and				<div style="border-bottom: 1px solid black; width: 150px; margin: 0 auto;"></div> (Signature of Marine Reported On)		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> (Date in YYYYMMDD format)	
L. ADDENDUM PAGE							
ADDENDUM PAGE ATTACHED: <input type="checkbox"/> YES							

Glossary of Terms and Acronyms

Term or Acronym	Definition or Identification
PES	Performance Evaluation System
FITREP	Fitness Report
MMRP	Manpower Management Division, Records and Performance Branch (Formerly MMSB)
MRO	Marine Reported On
RS	Reporting Senior
RO	Reviewing Officer
PARS	Performance Anchored Rating Scale (the 14 attributes)
RV	Relative Value

Notes
